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28 November 1962

MEMORANDUM FOR: Director of Training

FROM: Chief/Training/NPIC

SUBJECT: Report of Activities

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1. On 18 October I submitted to you a report on my activities at NPIC. Sufficient accomplishments and developments have occurred since that time to warrant another report.

2. My efforts during this period have been directed towards the following five goals:

A. The resolution of proposals and tentative commitments regarding training matters which had been made prior to my assignment to the Center. Proposals from six commercial concerns were reviewed and evaluated. In addition, I met personally with representatives of five of the companies in order to discuss in detail our needs, and their capabilities. In the case of all six proposals, the Chief/Training's recommendation against acceptance was approved by Director/NPIC. This action does not mean that the respective companies have nothing to offer in the solution of our problems, but rather that their approaches or services are not useable at the present.

B. The development of an approach to the solution of the advanced PI training problem. In this one it was necessary to evolve an approach which would result both in a solution to the problem (namely, the creation of a PI training course) and be acceptable from the point of timing, work methods, etc. The approach we devised consists of three phases: (1) Job analysis of the NPIC photo interpreter through personal interview and observation, the results of which would provide the objectives for a training course. (2) Determination of the training methods, techniques, etc. (including programmed instruction) that can best accomplish the objectives. (3) Implementation, at which time the course content and techniques of presentation would be joined, and sequence and scheduling determined.

The first phase requires that photo interpreters be made available for the interviews and that other capable individuals be made available to conduct the interviews. To insure that the PI would be available for the interviews, we presented our program to the Chief of the Division in which the PIs work and to his Branch Chiefs. We achieved acceptance from them.

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In trying to get individuals who would conduct the interviews, we were (and still are) faced with three requirements: (1) interest and capability (2) availability and (3) security clearance. It is my opinion that we should have three such people if this first phase is to be accomplished within a reasonable time period. We now have only one person who meets all three requirements - [REDACTED] he has already begun the job. I met with representatives of [REDACTED]

[REDACTED] relationship to the training of photo interpreters for the past four years and has demonstrated both ability and interest in the type of work we are undertaking. The Director of the group indicated his willingness to assign someone, but such an assignment will have to be approved three or four eschelons up. I think the chances are slim. In addition, I interviewed [REDACTED] who had previously done some work in the Center and who seemed to be a good possibility. She was interested in the project, but indicated she has decided to leave the Agency in mid-December. A third possibility and one which now seems highly possible, [REDACTED] whose company had at one time been a sub-contractor to the Center. Jack and I met with him to discuss the project. As a result of the meeting and other inquiries we made, we have begun negotiations on a contract. The only possible obstacle in this case is a security clearance. Assuming that his clearance comes through, we will still be short one person. I intend to talk with [REDACTED] about the assignment of one of their people, preferably someone like [REDACTED] in order to complete the team.

As for efforts directed towards the second phase of the approach, we have done two things: First, after discussions with [REDACTED] we have entered into an informal agreement (later to be formalized through the addition of a task order to the existing Agency contract) with [REDACTED] Under this agreement, [REDACTED] will work with us in determining the methods and techniques of presentation of the training material and possibly in programing some of the material. Second, we have met with the Directors of the Navy and Army PI schools (A meeting with the Director of the Air Force PI school is scheduled for early December.) in order to establish a working relationship with the various schools and specifically to obtain unlimited access to all the material in their respective courses. These materials will be invaluable in both the second and third phases of our approach.

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The only action taken so far in terms of the third phase of our approach has been a tentative exploration of the instructor requirements for the course, and alternatives of meeting these requirements.

C. The development of an unclassified training program for unclassified employees. In meetings with [REDACTED] agreement has been reached on the development of a three-month course scheduled to begin 1 March 1963 with an initial input of twenty students. C/Training has received approval to constitute a Faculty Advisory Committee, consisting of Division Chiefs within NPIC, which will provide C/Training with guidance and assistance as appropriate in the development of the Unclassified Training Program.

In addition, the initial draft of a staff study directed to the DD/S has been prepared. This study outlines the requirements, the Unclassified Training Program will place not only on OTR but on the Medical, Security, and Personnel offices. This study stems from a meeting with [REDACTED]

D. Further liaison with components within the Center in order to assess the total training needs of NPIC. Other training needs exist within the Center in addition to those directly related to photographic interpretation. These needs, through meetings with various Division Chiefs, are being assessed; but the development of programs to meet them has necessarily been given a lower priority.

E. The creation of an orientation program related to the move, in late December, to the new building. This orientation program has had its first trial run. Two more are scheduled before it is presented in mid-December.

3. In addition to the efforts directed towards the goals mentioned above, we have engaged in the routine activities of internal and external training requirements, staff meetings, etc. One particular episode is worth singling out though. The Center recently received for review the plan for the Department of Defense's Advanced [REDACTED] Course. The Air Force has been assigned overall responsibility for the development and conduct of this type of advanced training, for all of the Services. C/Training recommended that NPIC offer to provide within its new building the necessary physical facilities for the conduct of this course. D/NPIC has approved the recommendation and a memorandum to Air Force for General Carter's signature, has been prepared. The conduct of the course in our facilities would afford advantages to the

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students and instructors, reinforce the concept of a national photo interpretation center, and afford us an opportunity to affect the development of the course to a greater degree than presently possible.

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